EXECUTIVE SUMMARY

The City of Los Angeles provides a large number of services to its nearly four million residents, from trash pickup and walk-up service centers, to a growing number of digital services that provide new avenues for Angelenos to interact with their government. However, COVID-19 put a hold on traditional workflows that still required paper inputs or in-person service delivery. **Several City departments responded to social distancing limitations with new technology-driven innovations to maintain or improve existing services including:**

- using video conferencing combined with new procedures to facilitate public hearings for the City's land use development process and Neighborhood Council meetings;
- developing virtual training sessions for family caregivers of seniors while the City's multi-purpose senior centers are closed; and
- rolling out a new telemedicine pilot to monitor low-acuity patients, reduce ambulance dispatches, and reduce overcrowding in emergency rooms.

In addition, the City quickly scaled up its telework program to ensure that City employees could continue working while limiting the risk of exposure and spread of COVID-19.

The trend of expanding the City's digital, virtual, and self-service offerings has only accelerated under COVID-19, as the need to minimize person-to-person interactions has challenged existing notions of how the City can and should conduct its business. **However, as the City gradually re-opens, it should continue reassessing its processes and deliver the digital services that Angelenos expect and deserve**. Instead of returning to normal paper-based or in-person service delivery, the City should continue its momentum and develop even more digital service options.

Creating more digital service options while planning strategically – Growing the City's digital services holds the promise of many benefits, including:

- increased accessibility;
- improved customer experience;
- enhanced City performance; and
- more civic engagement.

Some specific opportunities include replacing more of its paper applications (e.g., reducing the paper products it issues such as residential parking hang tags and business registration certificates) and supplementing in-person services, such as field inspections, with virtual options.

While the benefits are clear, the question remains about how to effectively coordinate and implement these initiatives across a decentralized network of City departments – each with its own unique set of processes and priorities. The City's Information Technology Agency (ITA) provides IT services and support for the City, and advises other City departments on their technology projects. However, ITA's role as a consultant and support unit, combined with the City's culture of departmental autonomy, limits its ability to strategically coordinate the use of technology across the City.

This limitation was also recognized by the City's Innovation and Performance Commission. As part of its mission to identify and support ideas to improve City government, the commission voted in 2015 to fund a pilot program that worked across the City to develop new digital services. Although no longer funded, the pilot program provided important lessons on how the City should collaborate to develop digital services. Other cities, such as San Francisco, have taken a more deliberate and sustained approach by adopting a longer-term strategy for implementing shared digital services.

The City should also develop a digital services strategy that provides direction and leadership for its public-facing services. **The lack of a unified strategy in the City has resulted in fragmented digital services of varying quality**. For example, simple building projects that only require permits from the Department of Building and Safety can be obtained entirely online. However, larger projects may require additional approvals from many other departments, each with their own method for applying, submitting documents, and paying for inspection fees.

Although Building and Safety is currently working with other departments to incorporate their permitting services into the same online platform, the current lack of a unified permitting system and process means that contractors and other customers must continue navigating through the City's disjointed development process.

Fragmented processes like these can be improved with the help of a digital services strategy that aligns departments toward a common set of values that places customer needs first, promotes cross-department collaboration through a new governance structure, and empowers a digital services agency to work with departments to execute new projects.

Adopting requirements and best practices to sustain telework – Although the City has had a telecommuting program since 1994, telework was rarely offered as an option for City

employees and was not an integral part of the City's workforce and emergency planning processes. However, the City's forced experiment with telework during COVID-19 has shown that it can enhance business continuity planning. At the same time, studies have shown that telework can also increase productivity, increase recruitment and retention, and even reduce real estate and other costs.

To ensure that telework remains a critical part of the City's workforce strategy and emergency planning, the City should adopt certain requirements and best practices from the federal government that support the wide implementation of telework even after the pandemic has subsided. These include requiring departments to develop telework policies with eligibility and participation criteria that fit their business needs, and determining eligibility and notifying employees of their eligibility to participate in telework.

CONCLUSION AND RECOMMENDATIONS

COVID-19 has a created a new normal that the City is still navigating. However, that new reality is also one that includes more digital services than ever before. **The City has demonstrated its ability to adapt and should continue rethinking its processes and creatively using technology to improve its customer service for all Angelenos.**

To build on these existing efforts, City Policymakers should consider the recommendations in this report to serve as a guide for developing a collaborative digital service strategy. In addition, the City's support for telework as workforce and business continuity strategy hinge on its adoption of the recommended best practices.

Recommendation #1

Consider developing and adopting a digital services strategy that includes the City's overall vision, objectives, and plan for providing digital services for the public. At minimum, the process for informing its strategy should include:

a. creation of a working group to guide the strategy's development, consisting of members of the public as well as department representatives;

b. developing a shared vision of the values and goals for the City's digital services based on the successes and challenges of implementing services online, while including the needs and experiences of the City's customers and end-users;

c. establishing a high-level road map for achieving its goals, which should include consideration for a new governance structure for digital service projects, and the need to create digital services unit within the City to implement its strategy.

Recommendation #2

Implement program changes through executive or legislative action to adopt a framework of requirements—similar to those enacted at the federal level—that support telework as a viable workforce strategy for the City. At a minimum the City should:

a. assign responsibilities to Personnel and the departments to support and implement telework Citywide, even as the pandemic eventually subsides;

b. formally incorporate telework into its emergency planning processes;

c. require all departments to develop a telework policy with eligibility and participation criteria;

d. determine telework eligibility and inform all workers of their eligibility; and

e. provide training to all employees and supervisors to enhance telework productivity.

BACKGROUND

Under normal circumstances, the City of Los Angeles is responsible for delivering many different services to the public. These range from street sweeping and garbage pickup that come to residential homes, to YouthSource and WorkSource centers with walk-in access to a variety of resources such as job skills training.

In addition, the City has made strides in recent years to put content online and expand its digital presence. Although the availability and quality of the City's digital services vary from one department to the next, the number of services have grown to include:

- digital library services and its large collection of electronic media, including e-books, streaming options for movies and music, and online learning resources;
- online application for business registrations with the Office of Finance;
- permit application, plan check review, and payment through the Department of Building and Safety's ePlanLA online platform;
- MyLA311 website and mobile application to request certain services such as bulky item pickup and graffiti removal; and
- data portals, including Open Data and ControlPanelLA, to share the City's data.

These services are provided by over **40** different departments and bureaus, each with their own processes, priorities, and capabilities. Supporting these departments is the Information Technology Agency (ITA), which provides both direct IT support and consulting advice to other City departments on their technology projects.

However, many City services still require paper forms or in-person service delivery and **COVID-19 threatened the City's ability to deliver these same services**. Suddenly, old processes that were still conducted on paper or in person could no longer function normally under social distancing limitations.

In the wake of COVID-19, the City's responsibilities have also grown, as City employees are now coordinating virus testing, delivering meals to the homes of older adults, and operating emergency homeless shelters. Although COVID-19 will still have an outsized impact on the availability of some City services for the foreseeable future—such as for the zoo, public arts, parks and trails—investments in innovation and technology proved crucial for keeping certain services open during the pandemic.

To respond to this crisis, various departments throughout the City adopted new solutions to modernize processes and meet emerging needs. And while these technological efforts by individual departments are encouraging, a persistent issue in the City is the need for a strategic

approach. Other voices within the City, such as from the Innovation and Performance Commission, have also recognized this need to collaborate or expand existing efforts to improve the City. To this end, the commission has advocated for a Paper Free LA and to extend telecommuting across the City, while also voting to fund various pilot programs that are now are now demonstrating their value.

I. The City's Digital Services Expanded During COVID-19

While calls for government innovation are constant, actual change is often incremental. Delivering change requires consensus building and resources, both of which take time and effort. However, **COVID-19 has caused a burst of innovation in the City, accelerating the roll out of new programs and spurring the adoption of technologies at a fast rate**. These and many more ideas deserve recognition because they demonstrate the City's ability to quickly adapt and meet the needs of its constituents.

To highlight the City's efforts to keep its public-facing services open, a selection of projects are presented below.

Department and Project	Project Description
Aging – Virtual Workshops and Case Management Discussion Groups	With the close of senior centers, Aging began conducting its family caregiver and seniors workshops via video conference. Aging is also working to convert programs into a long-distance learning format while maintaining its medical validity for improving senior health.
City Clerk – Neighborhood Council Zoom Training Sessions	When in-person training could no longer take place, City Clerk staff developed a modified training curriculum via Zoom to ensure that neighborhood council (NC) board members could still access funding. Video conferencing even allows participants to follow, step-by-step, how to find information, access the NC funding portal, upload documents, and view the program dashboard.
City Council – Virtual Council and Committee Meetings	The City Council adopted virtual meetings to provide continued leadership and guidance during COVID-19, and to ensure that the work of the committees could continue.
City Planning – Virtual Public Hearings	City Planning modified its procedures so that public hearings for development projects could continue virtually through video conferencing. This ensures that the entitlement process and required reviews and approvals from various commissions, boards, and other forums for public input can continue during COVID-19.

Department and Project	Project Description
Cultural Affairs – Online Visual Art Exhibit	To replace previously scheduled public showcases and performances, Cultural Affairs began a new online program that includes live streams of performances, and a platform to showcase the work of performing and literary artists.
Fire Department – Telemedicine Pilot Program	Initially funded by the Innovation and Performance Commission, the telemedicine pilot enables healthcare professionals to evaluate patients remotely using smartphone technology, with the goal of decreasing ambulance dispatches to low-acuity patients and reducing potential crowding at local emergency rooms. The pilot's roll out was accelerated by COVID-19.
Neighborhood Empowerment – EmpowerLA Virtual Governance	In response to social distancing requirements, Neighborhood Empowerment developed a set of protocols and provided support for running virtual public Neighborhood Council meetings that conform to all public meeting legal requirements.

These new services, combined with existing digital services, have proven their worth as investments as they expand the number of service options while also facilitating continued civic engagement during COVID-19.

II. Telework Rapidly Expanded to Ensure Service Continuity

Prior to March 2020, only [X] City employees participated in the City's telecommuting program, which allowed staff to work from alternative locations other than their primary office. This quickly changed as COVID-19 was becoming a worldwide pandemic. On March 4th, the City declared a local emergency and found itself needing to balance the continuation of essential services with the protection of employees and the risk of spreading COVID-19. On that same day, City Council directed ITA and the Personnel Department to rapidly increase the City's telework capabilities.

In response, ITA acquired new software and developed new protocols to facilitate secure remote computer access, while the Personnel Department developed a new set of telework policies and procedures to prepare the City for the wide adoption of telework. These efforts, combined with existing investments in cloud platforms to host IT systems online also enabled the City to quickly switch to telework. By March 19th—the day the Mayor issued the Safer-at-Home order—the City was able to support over 10,000 employees working remotely from home with the option to expand further as needed.

CONTINUING THE CITY'S DIGITAL SERVICES MOMENTUM

One of the many lessons learned from the City's response to COVID-19 should be that smart investments in digital services and IT infrastructure have proven their worth. However, COVID-19 only accelerated this trend. **More than ever, citizens expect high quality digital services from their governments**.[1]

85%	**Expect digital government services to be on par or better than private sector services**	**73%**	**Believe the digital capabilities of state/local governments are behind the private sector**
64%	**Wanted to conduct more transactions with the government digitally**	**67%**	**Wanted digital products that make government interactions easier**

Angelenos are no different in their need for an engaging and effective experience with their government. By one measure, demand for digital service channels has exploded: service calls to the City's 3-1-1 telephone number have remained steady in the last 7 years, while other forms of service contacts to 3-1-1, largely through the MyLA311 website and mobile application, have more than tripled from **127,000** in 2013 to over **600,000** in 2019.

To meet this demand for more and better digital products, the City should continue the momentum generated by the crisis and expand its digital service offerings. As shown by the new and existing services provided by the City, developing more digital service channels can improve customer service, allowing residents to complete their transactions with the City in fewer steps and trips.

Redesigning the City's collection of websites to emphasize end-user needs can also improve customer experience, while removing online barriers to increase digital accessibility. Implementing simpler workflows facilitated by technology can also improve the City's performance. Finally, new avenues for digital interaction can improve civic engagement for City processes that require or should have public input.

I. The City Should Do More to Expand Its Digital Service Offerings

Current and emerging technologies continue to offer new frameworks to reshape how the City delivers its core services. As demonstrated by its response to COVID-19, the City is capable of adopting new technologies when forced to by circumstances.

[1] Statistics are based on the following studies: Delivering the Digital State (Deloitte, 2017), Serving the Digital Citizen (Accenture, 2016), and Accenture's 2017 Public Service Global Citizen Survey.

Many City departments were pushed outside of their comfort zones during COVID-19 and expanded what they thought was possible when it came to service delivery. **As the City gradually moves towards re-opening, department leaders should continue to evaluate how their services are currently offered, how customers access services, and how to create new digital services and improve existing ones.**

Some City processes still involve receiving and issuing paper – Despite prior efforts to reduce paperwork, some of the City's public-facing services have not evolved beyond receiving paper because the logic of paper workflows still dictate its processes. But the closure of public counters during COVID-19 has limited the number of options for the public. This has forced the City to implement solutions that are less than ideal or secure, such as designated drop-off/pickup locations for customers to drop off applications, documents, and payments.

Even in cases where some departments have switched to receiving documents via email, the minor improvements offered by a fillable electronic application for are lost when the applicant has to print the form out to provide a hand-written ink signature and when a City employee has to re-enter that same information into a database.

However, online forms have long existed and can eliminate duplicative data entry. In addition, if more departments adopt the electronic signature platform used by ITA and integrate it with its forms, the City will finally be able to move beyond wet ink signatures.

In addition, several public-facing services also involve issuing "paper" products, such as hang tags for residential parking permits and business registration certificates. **However, these paper products only serve to transfer the actual core service being provided.** In the case of residential parking, permits signify the City's approval for residents to use streets near their homes for long-term parking, and are part of a system for protecting access to street parking.

Replacing these paper products with electronic equivalents could save on costs and provide greater convenience for the City's customers. For example, the cities of Boise, Idaho and Beverly, Massachusetts adopted electronic parking permit systems and processes. Boise and Beverly are now able to instantly issue e-permits based on car license plates and eliminate the need to mail physical permits. Boise has even coupled its e-permit parking system with license plate recognition technology to more efficiently and effectively enforce parking access.

Virtual interactions offer many new service options – Replacing traditionally in-person services with virtual interactions is now a viable option for many City services. The Fire Department has already set this precedent within the City by recently approving the use of drones to more efficiently monitor and enforce brush clearance requirements and minimize fire hazards.

All City departments with field inspection functions should also explore the possibility of virtual inspections to supplement their current operations. Although it may not be appropriate for every situation, virtual inspections can provide City inspectors with eyes in the field without the need for boots on the ground. Facilitated by high-speed mobile data connections, City employees can guide homeowners and contractors to point their smartphone video cameras at certain areas to inspect property improvements and other modifications.

Many other cities and counties throughout the country have allowed certain types of projects to qualify for virtual inspections. For example, Los Angeles County offers virtual inspections for a variety of projects include installations for water heaters, solar energy systems, electrical panel change outs, HVAC change outs, sewer connections, window replacements, and re-roofs. In addition, Atlanta has begun conducting virtual building inspections for fire and life-safety requirements.

Beyond COVID-19's need to reduce interpersonal contact, using virtual inspections can save travel time and costs for inspectors, reduced the total time needed for inspections, and benefit customers by allowing inspections to be more precisely scheduled.

II. A Digital Services Unit Could Provide Strategic Leadership For The City's Ongoing Digital Transformation

Although there are many ways to develop digital service options, the City also has many services already available online. The City's MyLA311 service directory lists over **1,200** different entries, ranging from informational only, to departmental websites where services can be requested, to being able to create a service request within MyLA311 itself. **However, many of these digital services were created by different departments to meet the specific needs of their own customers, sometimes resulting in a confusing user experience where related services are not well integrated**.

For example, contractors and other members of the public may have relatively simple projects that only require a permit from the Department of Building and Safety, which can be obtained online through its Express Permit or ePlanLA systems. But undergoing a more complex building project, such as a major renovation for a new business, may require applications and permits from many other departments, including:

- Bureau of Engineering (Public Works);
- Bureau of Sanitation (Public Works);
- Bureau of Street Lighting (Public Works);
- Bureau of Street Services (Public Works);

- City Planning;
- Fire Department; and
- Transportation Department.

Each of these departments, with few exceptions, have their own application, review, and payment processes <CONFIRM>. Although Building and Safety is currently working with other departments to incorporate their permitting services into ePlanLA, the current lack of a unified permitting system and process means that contractors and other customers must continue navigating through the City's disjointed development process.

Even submitting a claim for a refund suffers from fragmentation. Although refunds are processed by individual departments that received the payment, all claims must go through the City Clerk's office to receive a claim number for filing purposes, providing a common point of entry for the City.

However, BuildLA—the City's single online portal for various building and development services—shows a different listing for claiming a refund from each of four departments. Each of these listings also lead to different claim forms, only one of which is an online intake system that allows the customer to file a claim, upload documents such as receipts, and check on the status of the claim.

Source: Buildla.lacity.org

This is just one example of a digital design and development approach that reflects the City's organizational priorities for designating responsibility. Designs like this do emphasize a customer's priority of getting something done, like obtaining a refund, regardless of which department processes the claim. **For constituents navigating these bureaucratic hurdles, the**

City can feel like a series of departments rather than a unified organization, leading to frustrating experiences that can undermine trust in the City's ability to deliver on its promises.

Overall, this points to the lack of a unified strategy for providing digital services in the City. Autonomous departments can pursue their own objectives independently, and prioritize developing and designing online services to meet their own needs. However, there may be lost opportunities to provide integrated services and a seamless customer experience in the overlap between departments.

Fortunately, a model already exists to help the City meet rising expectations for more and better digital services. Following the federal government's failed launch of the healthcare.gov website in 2013, agencies such as the U.S. Digital Service and Technology Transformation Services were created to advise other federal agencies on digital transformation initiatives and create a set of web design standards to be adopted by agencies.

In addition, states and local governments throughout the country have begun adopting a digital service strategy and establishing digital services agencies to lead their efforts. For example, San Francisco published its digital services strategy in 2016. The planning document was the result of a lengthy effort to understand how various departments interact with the public in providing its services, the problems faced during those interactions, and the internal hurdles within the government to deliver better services.

In publishing its strategy, San Francisco arrived at a shared vision that:

- recognized the need to put residents first in the design of services;
- wanted to offer integrated services and an improved customer experience; and
- wanted to deliver those services digitally whenever possible.

The strategy also provided a high-level implementation roadmap, which included establishing a new digital services team that was empowered to lead the City's efforts. Several years after adopting its strategy, San Francisco now has a digital services team with over 35 members. The team has begun a major overhaul of its collection of city websites. In addition, San Francisco is developing a digital permitting system from the ground up that unifies all building permit work from various departments into one online platform.

The idea of a digital services team is not new to the City. In 2015, the City's Innovation and Performance Commission provided **$150,000** in one-time funding for a digital services unit pilot program. The pilot was led by the City's former Chief Digital Officer in collaboration with ITA and resulted in the creation of several new digital products. More importantly, the digital services pilot also offered valuable insights for the City, including:

- the recognition that many digital services in the City were produced and designed without coordination or alignment;
- the need for a longer-term strategy around the City's digital services, especially to improve user experience and adopt best practices; and
- the fact that solutions needed to be embedded within the City's structure in order to be sustainable, such as by supporting and catalyzing ITA's efforts.

In order to move its digital transformation forward, the City should apply the lessons learned from its experiment with a digital services unit and develop a longer-term digital services strategy. To address the need for better coordination and alignment, the strategy should be developed by a working group departmental representatives, as well as members of the public representatives to ensure that the strategy is centered on customer needs and end-user experiences.

This planning effort should also deploy interviews, surveys, focus groups, and other information gathering mechanisms to develop a map of the City's successes, challenges, and needs for implementing digital services. The strategy should result in shared goals for the City's digital services and provide a high-level roadmap for implementation, which should include consideration for a new governance structure to sustain cross-departmental collaboration, and a dedicated digital services unit to provide leadership and implement the strategy.

[Pending ITA perspective]

III. Long-Term Changes Are Needed To Sustain Telework

Although the City has had a telecommuting program since 1994, departments seldom offered it to employees prior to COVID-19, and rarely considered its usefulness as a workforce management option. The rationale for not widely implementing telecommuting likely mirror the reasons offered by private sector employers, such as the inability to oversee employee productivity and reduced communication and collaboration with colleagues.

However, the City's forced experiment with working from home has demonstrated that telework is a viable workforce strategy that can enhance departmental operations when properly implemented. The City's new teleworking infrastructure, combined with existing investments in online cloud platforms, appropriate training on remote work tools, and new supervisory practices has enabled much of the City's workforce to continue working during the COVID-19 pandemic, and has made the City more resilient to emergency disruptions in general.

In addition, teleworking can provide many other well-established benefits that the City should take advantage of.

Improved emergency planning and business continuity

Reduced air pollution and traffic

Reduced costs, including real estate and utilities

Improved employee recruitment and retention

Reduced absenteeism

Increased productivity

To ensure that it can sustain telework beyond the current emergency, the City should learn from the federal government's leadership in telework practices. Even prior to COVID-19, federal agencies were required to grapple with implementing telework, resulting in **22 percent** of the federal workforce participating in telework on either a routine or situational basis in 2018. **In addition, the federal government determined that 51 percent of its workforce was eligible to participate in telework, enabling agencies to quickly switch to remote work on an as-needed basis**.[2]

The source of the federal government's telework preparedness is largely the result of laws passed by Congress, which includes several key features to support telework as a workforce strategy.

Establish Telework Policies and Agreements	Although all agencies must have a telework policy, they also have the discretion to define their own eligibility and participation criteria based on operational needs. Only employees who have violated certain performance and ethical standards are universally ineligible for telework.
Determine Eligibility and Notify Eligible Employees	Agencies should apply their policies to determine which employees are eligible for telework and notify them of their eligibility. This helps to increase employee awareness and participation in telework, ensuring that telework is implemented as widely as possible.
Require Training for Employees and Managers	Training helps to ensure success for both employees, who will be working in a different environment, and managers, who will be tasked with leading and supervising in new ways.
Incorporate Telework Into Continuity of Operations Planning (COOP)	Incorporating telework as a critical component of business continuity planning provides organizations with the ability to continue functioning

[2] The federal government's methodology for counting eligible and participating employees only includes civilian employees and does not include military personnel and contractors.

	through hazardous weather, earthquakes, physical attacks, or any other event that could disrupt normal operations.
Assign Leadership Responsibilities to Personnel	The Office of Personnel Management supports agencies by establishing telework standards, providing policy guidance, identifying best practices, helping establish telework goals and performance metrics, and measuring outcomes to ensure that the overall goals of telework were being met.
Designate a Telework Officer	Each agency must designate a telework officer to carry out the agency's telework plan and policy, serve as a resource for managers and employees, and act as the primary point of contact for the Personnel Department on telework matters.

Most importantly, these requirements shifted the onus onto agency management to develop a plan for how their organizations would use telework. Although federal agencies retained discretion for defining eligibility and participation criteria, the requirement to develop a telework policy meant that management, instead of individual employees, had to determine when and how telework would fit into their organization's operations. This differs from the City's telecommute program prior to COVID-19, which required employees to take the initiative and make a business case with their supervisor for their own telecommuting arrangement.

Current participation rates provide at least one measure of telework eligibility within the City, with **50 percent** of the City's civilian employees working from home in some capacity between April and June 2020.[3] To implement telework more sustainably, the City should follow up by adopting a framework of requirements and best practices modeled after the federal government's successes.

Doing so will help to ensure that the City is better prepared for the next emergency, while also leading to improved air quality, better recruitment and retention of talent, reduced real estate office management costs, and foster greater workforce flexibility and productivity.

CONCLUSION AND RECOMMENDATIONS

COVID-19 has a created a new normal that the City is still navigating. However, that new reality is also one that includes more digital services than ever before. **The City has demonstrated its ability to adapt and should continue rethinking its processes and creatively using technology to improve its customer service for all Angelenos.** To build on these existing efforts, the

[3] Based on an analysis of timesheet data from the Controller's payroll system, which does not include payroll information from the proprietary departments: Airports, Harbor, and Water and Power. Sworn employees were also excluded from this estimate to better match the federal government's methodology.

recommendations in this report serve as a guide for developing a collaborative digital service strategy. In addition, the City support for telework as workforce and business continuity strategy hinge on its adoption of the recommended best practices.

Recommendation #1

Consider developing and adopting a digital services strategy that includes the City's overall vision, objectives, and plan for providing digital services for the public. At minimum, the process for informing its strategy should include:

a. the creation of a working group to guide the strategy's development, consisting of members of the public as well as department representatives in order to promote collaboration and consensus-building across the City;

b. developing a shared vision of the values and goals for the City's digital services based on the successes and challenges of implementing services online, while including the needs and experiences of the City's customers and end-users;

c. establishing a high-level road map for achieving its goals, which should include consideration for a new governance structure, such as a committee that is empowered to prioritize and oversee digital service projects and promote collaboration across the City, and the need to create digital services unit within the City that is dedicated to providing digital leadership in the City and implementing its strategy.

Recommendation #2

Implement program changes through executive or legislative action to adopt a framework of requirements—similar to those enacted at the federal level—that support telework as a viable workforce strategy for the City. At a minimum the City should:

a. assign responsibilities to Personnel and the departments to support and implement telework Citywide, even as the pandemic eventually subsides;

b. formally incorporate telework into its emergency planning processes;

c. require all departments to develop a telework policy with eligibility and participation criteria;

d. determine telework eligibility and inform all workers of their eligibility; and

e. provide training to all employees and supervisors to enhance telework productivity.